Challenger Session Comments
November 30, 1999
Breakout Session Flip Chart Transcriptions

SYSTEM EFFICIENCY

ROUND 1: WHAT'S GOING WELL?

Table 1:

- Access to Management has greatly improved
- Responsiveness to questions and concerns improved --handbook guidance
- Working together better
- More open communications
- DSR (example) incremental system modernization
- Safe Flight 21
  - Capstone
  - Ohio Valley
- Decision to move command center
  - Really a command center
  - Ability to overrule regions
- Stronger partnership activity
- Safety trends are good
- Agency beginning to function as a system
- User process on air space issues - all users involved
- WAAS - Despite budget issues - technically reality
- Free Fight making nice progress -- picking up speed.
  - Consensus through RTCA
  - Senior Management stronger, but it gas not trickled down to lower levels yet
- Recognition of importance of international issues
- Success of FFP1 management process
- FIS (commitment to program)
- ***KEY ITEM:*** Access/partnership/strength of management team/partnership process
- ***KEY ITEM:*** System modernization: Incremental improvements in WAAS, FFP1, Safe Flight 21, the Ohio Valley demostrations, DSR, and the Command Center

Table 2:

- FAA Contract Tower Program: Users love it and it saves $30M/year

- DOT Secretary Outreach Sessions
- New funding sources for small airport runway extension program
- Attempts to identify reasons for delays
- FAA open to accept9ng input from industry
- Local noise issue approach
- Collaborative effort on airport security
- Regulation of re-entry of reusable space vehicles
- Attention to air traffic management in space
- License for sea launch
- Attention to gaining funding for FFPI - CDM
- Airport Grants Office
- Foreign carrier safety audit - openness to industry concerns
- International Aviation Office - system assessments
- Y2K
- ***KEY ITEM:*** FAA accepting input and creating partnerships in areas such as Y2K, Contract Towers, Free Flight, delays, and DOT outreach sessions
- ***KEY ITEM:*** FAA has taken a solution-oriented approach – to airport grants, collaborative decisionmaking (CDM), and commercial space launch.

Table 3:

- Partnership/Collaboration
  - RTCA activities
  - Free Flight Task Force
    - FFP1
    - Safe Flight 21
  - General Aviation Coalition

- Policy on Command Center - (Command@Center)
  - Self examination
  - CDM
  - Communication
- Dialogue/outreach
- FAA's/Industry partnership (willingness to partner)
- Openness/candor of internal issues around budget
- ATCSCC Policy
- FAA's willingness to self-examine - (performance)

Table 4:

- Free Flight Phase 1 Project Office approach – It is focused, a Special Project Office (SPO) with a specific budget.
- Getting programs out, particularly DSR, HOCSR, VSCS, and VTABS.
- The NAS Architecture road map
- RTCA consensus: A good dialog, with FAA listening better.
- FAA/user partneship – dialog, with better customer focus.
- Parts of FAA are more open about their performance.
- Y2K.
- The FAA Administrator's leadership.
- ***KEY ITEM:*** A focused approach – using SPOs, an implementation focus, Y2K.
- ***KEY ITEM:*** Improved dialog – consensus, user input (e.g., through RTCA), with Congress, and with the Administrator's leadership.

Table 5:

- ***KEY ITEM:*** Listening well and partnership.
- ***KEY ITEM:*** Safe Flight 21.
- Several programs – Display System Replacement (DSR); National Route Program (NRP), and FAA's approach to Y2K was exemplary.
- Performance metrics – government and the airlines.
- The RTCA consensus process. A lot of FFP1 is working.
- Listening well (August 5 & 6). More than that, open access.
- Partnership with industry.
- Tactical use of the ATCSCC worked well in Kosovo.
- The Contract Tower Program.
- Moving passengers and cargo at an increasing rate.
- So far, Safe Flight 21 has been a major success, with FAA both listening and doing.
- RVSM in the Pacific and the North Atlantic.

Table 6:

- More people flying than ever before – 5% increase in passengers, replicated in all segments.
- Free Flight Phase 1 working well.
- Y2K concerns appear to be handled well.
- FAA staff are open and customer-focused.

- New faces and new ideas (new staff).
- Focused agenda has been successful (safety, security, system efficiency).
- Consensus built through RTCA process.
- Use of outside centers of excellence.
- FAA promotion of possible/available technology (pipeline is full, now how to implement it). E.g., Safe Flight 21, WAAS, etc.
- Successful partnership between industry and FAA.
- FAA reacts more quickly to issues, e.g., delays, command center, etc.
- Collaborative decision making (CDM) – ask the user.
- FAA gaining buy-in from operational user on system improvements (DSR, etc.)

Table 7:

- This forum for feedback
- The Contract Tower Program
- That the FAA has asked for more Industry participation
- FAA is fielding more new equipment and getting little credit for it
- CDM (FFP1) working well
- Free Flight Steering Committee
- ComStac Working Group
- The visibility and accessibility of the Administrator has been positive as well as the close working relationship between the Administrator and the Secretary of Transportation
- The Secretaty of Transportation's emphasis on space and air issues.
- Y2K worked well (we hope)
- ADS-B process

Table 8:

- Y2K
- DSR and HOCSR -- installation and implementation
- Field operations
- Disadvantaged Business Enterprise (DBE) transition
- Alternative Dispute Resolution (ADR)
- Industry/FAA partnerships
- Regional jet access to smaller communities
- Response to complaints of delays (mid course correction)

- FAA/OST relationship
- Facilities construction
  - Austin, TX/Bergstrom, AFB conversion
- Commercial Space
- Federal/State relationships

Round Summary of Key Theme Comments (On Flip Chart):

- System Modernization -- WAAS, FFP1, ✓✓Safe Flight 21, GA Coalition, DSR, "Command Center"
- Solution Oriented
  - Airport grants in 11th hour
  - Collaborative Decision Making
  - Space Launch Area
- Policy change - redefining "Command Center"
  - System Perspective
  - Look inward at FAA itself
  - Day-to-day communication and shipment of information
- Improved dialogue
  - Consensus-Building
  - RTCA
  - Congressional Relationships
  - Administration's leadership
- Access to FAA Management
- Partnerships with FAA and strength of senior management team. (Administration of FAA)
- **Focused Approach** to insure success and amount of systems in the field
- Increased recognition of the need to involve controllers
- Listening Well
- Facility construction schedule

Round Summary of Key Themes – Computer Notes:

- Table 1: Access to management has greatly improved in the last year. Partnerships are a real positive.
- Strength of management team – (doesn't always trickle down)
- Partnership: the General Aviation Coalition and RTCA do really well.
- System Modernization – incremental improvements, WAAS (in spite of budget cuts)
- FFP1, Capstone, Safe Flight 21, DSR replacements, Command center becoming more truly a command center over the centers.

- Table 2: FAA management is a good team, accepts a lot of input, creates new partnerships

- Key programs: Y2K, Delays this past summer, DOT outreach sessions.
- Airport grants at 11th hour greatly appreciated, collaborative decision making,
- Commercial Space launch: New ground breaking with small group of people

- Table 3: Partnership and collaboration
- RTCA activities are very important, language floating around has put a cloud over RTCA and its benefits, which needs to be lifted.
- FFP1 task force, Safe Flight 21, GA coalition really work
- New role of the Command Center very important allows other things to happen.
- Example: A National Weather Plan can happen because of the new Command Center role.
- FAA is willing to look at itself.
- More collaborative decision making is useful.

- Table 4: Focused approach: SF21, Y2K etc has actually deployed things.
- Improved dialogue. Consensus with users. RTCA is very important.
- Congressional relationships – improved dialogue on, for example, delays – FAA has taken leadership in this area.
- FAA leadership has been very important.

- Table 5: Listening well. Same as others. Accessibility. This is key, though there is still not enough. Y2K – good example (we help). Tough issues are still to follow.

- Table 6: Consensus and partnership built between FAA and customers. RTCA is vital there.
- Rapid response this summer in delay activity.
- Focused approach to bringing systems online – collaboratively moving forward – including bringing controllers and operators into the consensus.

- Table 7: CDM, FFP1, COMSTAC are all examples of collaboration.
- Contract tower program working well.

- Table 8: Successes include Y2K, government/industry partnership on HOCSR, facility construction moving along much faster than ever before – meeting some schedules – FAA/industry partnerships.

ROUND 2: WHAT'S NOT WORKING?

Table 1:

- After consensus-now what?
- Management change/transition at top does not work its way down-particularly ATC
  - FSDO standardization
  - Substructure needs to embrace leadership initiatives (solution) – organization needs to be time-bound
- Are Integrated Product Teams (IPTs) working? Are they really integrated?

- It takes forever to get Advisory Circulars, etc. out – no sense of urgency – lack of a clear process on getting regulatory materials out.
- Customer orientation does not permeate throughout FAA organizations
- Lack of good communication – word not getting down or out. An example/symptom is ATC delays.
- AFSS/OASIS/weather dissemination is in a set back status (no master plan)
- Airport compliance with grant assurances
- Protection of airspace around airports – obstructions lack of working together within FAA and with partners
- GA data survey process not working

Table 2:

- Failure to reach consensus on FAA Reauthorization
- Focus on Sustaining Technologies vs. modernization
- Management of public expectations
- Lack of progress toward cost-based system of operation
- Environmental review process lack of mgmt.
- Oceanic modernization –ATC
- F&E modernization vs. Ops
- Traffic flow mgmt. Procedures concerning miles-in-trail, ground stops, and weather recovery. Report out not working
- ***KEY ITEM:*** Coordination of modernization. F & E vs. Operation, Oceanic
  - After Free Flight Phase I?
  - Sustain tech. vs. advanced
- Lack of progress on cost-based accounting. operating system
- Is customer service systemic at FAA?

Table 3:

- Budget
  - Advocacy of budget
  - Excuse for lack of implementation
- Execution
  - Inconsistencies (Dept. & FSDO)
  - Disruption of services
- Political Influence, particularly EPA/OSHA/Labor
- Execution is too slow. FAA hasn't found process for resolution of issues quickly

- FAA organizations don't work well together. Need for Internal coordination. For example, there needs to be more coordination between Flight Standards and Air Traffic. Hard to get positions from Flight Standards.
- Disruption of services during implementation/modernization
- Too-much political influence from EPA/OSHA/Labor.
- Environmental application process has no clear focus
- Lack of systems approach to managing air traffic
- Flight Standards District Office consistency/standard
- Performance metrics
- Budget: FAA is hiding behind it
- FAA's education of congress on priorities

Table 4:

- Budget does not match needs
  - Stovepipe budgets
  - Budget decision process (priorities)
- Diffused accountability
  - Stovepiped IPTs
  - No champions at lower levels
  - Agency fun from the bottom
- Implementation execution
- No champions of change at lower levels
- Lack of requirements tractability/Sys Eng. Process
- Agency operates from the bottom

Table 5:

- Reluctance to chance management, procurement, personnel and technology
- Poor utilization of resources: FAA is not working funding well
- More creative acquisition approach is needed (oceanic). FAA is not taking advantage of congress' willingness to allow FAA acquisition reform.
- FAA abdicates its responsibility to promote aviation and investment educate public
- Public never here – passengers and shippers
- Public listens more to Mary Schiavo
- Too much finger pointing – Oct. 14th hearing
- Need to assume responsibility
- Reluctance to accept tech as cert. process. Not quick enough esp. s/w

- Agency at war with itself
- Erosion of FAA Leadership worldwide
- Budget process broken
- Are we spending 10 times as much as we need to in modernization
- Lost between 800
- Implementation of leadership policies at regional level and below
- Credibility of FAA to Congress
- Greater balancization of region no consistency
- Except for FFP1 & FZ1 not good at getting functionality for user benefit to
- No improvements below
- Resources in F.S. and A7 for procedure
- Poor utilization of resources
  - Poor mgmt of resources
  - Dis between mgmt and employees
  - Poor use of salary flex.
  - Lowered desire to be productive
  - Mgmt of union has been abdicated
- Haven't seen productivity increase with technology as others have done
- Saying travel time is <u>not</u> a priority
- Budget problems created by our union contract
- On the ground airport investment capacity airline & GA

Table 6:

- <u>Appropriations</u> process/lack of action on the hill-single greatest demotivator
- OMB, the Executive Office of the President – Administrative process needs to be related to funding
- FAA doesn't have ability to run itself, on its own, as a business
- Too much power in the hands of unions – FAA has lost it ability to manage (middle manager excluded) e.g. involvement in technical issues
- Insufficient consultation with international entities
- No standard matrix for system capacity, whit is success using system efficiency
- FAA wears too many hats, tries to be all things to all people, i.e. regulatory role vs. service provider
- FAA doesn't react fast enough (because it can't)
- Technology challenges, e.g. runway, surface operations (legacy of some systems failures)

Table 7:

- Regulation Oversight
- Lack of standards
- Land and hold short – general aviation vs. airline
- Lack of focus on system. Deal with pilots
- Lack of trust of FAA on Hill. Poor relation with the appropriations committees.
- Delay in receiving benefits from WAAS and OASIS

Table 8:

- Budget !!!! & Reauthorization
- System is not keeping pace with growth
- Delays in system implementation [equipment]
- Airport capacity expansion is needed
- Example Oceanic-promises made, industry investment made, FAA mgmt. Changes, not follow through
- Didn't consider OPD transition/impact of DSR implementation
- Working through community issues i.e. Noise & emissions
- Elimination of Runway Incursion
- Elimination of Operation Errors
- Spending priorities; integrated FAA & Industry
- No progress on organizational changes needed to accommodate growth, etc [i.e. PBO]
- Internal issues: Labor/mgmt.

Round Summary of Key Theme Comments (On Flip Chart):

- After consensus – now what?
  - Better comm. internal and external
- Airport protection
  - Compliance – zoning no progress
- No master plan on collections of specific projects aimed at a general problem
- Execution
  - Inconsistencies across system (Regs. Applications)
  - No plan for disruptions in services
- Diffused Responsibility & Accountability
  - IPT's not working

    - Projects that cross teams
    - No champions for change at the bottom (everyone seems to get a vote)
- Poor utilizations of resources
    - Example number of new precision approaches
- Unions – Too much power
    - Should be used for taking care of members pay
    - Unions – Serving as technology consultants
- Lack of system approach
    - Dealing with Pieces vs. Whole system
- Lack of Standardization
    - Different answers region-to-region
- Airport Protection – Compliance, zoning, no progress
- Coordination of Modernization
    - Better interface between Tech. & OPS
    - Oceanic
    - After F.F.P.I.
    - Sustain Tech. vs. Advance
- Budget Process – Root cause of several problems
    - Advocacy not effective bottom up
    - Leads to program delays
    - Time consuming for leadership
- How can industry work to help?
- Too much political influence over FAA – OSHA, EPA, Labor
- Budget Needs
    - Sustainment – Priorities
    - Modernization – Decision Process
- No Champions for change. A reluctance to change
    - Push back from management
    - Procurement
    - Personnel – need quality managers who can influence followers
    - Technology
- Abdication of responsibility
- FAA wears too many hats- Service provider , marketing/sales, and budget defender.
- Lack of trust on the Hill
    - Appropriations problems
    - Time consuming
    - Poor relations with Hill
- No consensus among those participating (industry, union, etc.)
- Need better communication, both internal and external

- Need Master Plan aimed at general projects
- Lack of progress on cost accounting system
- Lack of airport capacity expansion

Round Summary of Key Themes – Computer Notes:

- Table 3: Budget process – advocacy on the way up, OMB/Congress – haven't been able to make the case necessary – on the way back down, it becomes the excuse for slippages and delays – industry has a role to play here –
- Inconsistencies within the FAA / FSDOs/ CMOs, implementations within approach control
- Too much political infighting within FAA, OSHA, budget, labor.

- Table 4: budget does not match the needs, Ops & F&E barely able to cover sustainment let alone do modernization which everyone wants. Perception that budgets come up in stove pipe fashion vs. across the agency – are priorities articulated properly – does the agency do the right thing to set priorities.
- Diffused accountability/responsibility – IPTs supposed to have accountability but they can't get organizations lined up and too focused on applications not taking a system approach.
- Too low level - no change champion so its harder to do things
- Agency is run from the bottom – example – everyone seems to get a vote

- Table 5: Implementation process not working that well, reluctance to change – we see in senior management – a lot of pushback, reluctant to change procurement in spite of changes – so we need quality managers – to make it happen – still a lot of technology reluctance we're not matching aircraft technology.
- Poor resource utilization – there are resources being used poorly – an example is precision approaches.

- Table 6: Appropriations process a mystery – how does FAA does as much as it does given the process? Managers have to spend hours usually to no avail – everything else stems from this – without continuous money can't do anything.
- Unions have too much power – not just looking out for their members, used as technology consultants.
- Service provider / regulator balance complicates the appropriations process – can't defend and promote at the same time – like to see a split.

- Table 7: Lack of trust between FAA and the hill – especially the appropriators.
- Lack of system approach – looking at pieces of system – perhaps driven by the appropriations process.
- Lack of standardization in regulatory oversight – different answers from different regions.
- Might have good participation, but don't come to consensus, can cause things to halt and FAA should take leadership.

- Table 1: After consensus, NOW WHAT? Need better communications, takes forever to get things out.
- Airport protection
- OASIS, Weather information, cluster of projects but not a master plan.

- Table 2: Coordination of modernization program – better interface between ops and technology – greater oceanic modernization process, what after FFP1, more emphasis on sustaining technology.
- More progress towards cost based accounting for ATS.
- Customer focus not necessarily filtering down.

- Table 8: Budget issues, reauthorization, system not keeping pace with growth, reflected in delays in equippage issues.
- Lack of airport capacity expansion, spending priorities. Capacity needs to be where needed.
- Oceanic example, commitments made, airlines spend money, but no place to plug them into.
- Operations transition plan – no plan in place for how to handle the transition.

ROUND 3: LOOKING AHEAD (Key Priorities):

Table 1:

- Need metrics to understand functioning and performance of ATC
    - Don't know system's vital signs
    - Link metrics to budget
- Use/depend more on partners
- Reduce new technology timeline
    - Lifecycle of acquisition/certification process needs to match technology lifecycles.
- Focus on short-term procedure and process improvements -- not just on long-term technology -- complete improvements.
- Concentrate on "good" working relationship with labor/workforce without being "held hostage"
- Think Operational Capability
    - System and all the parts that go together (training, technology, labor, etc.)
- Improving relationship with congress on new management and organizational/budget approaches.
- Introduce heavier accountability ala FFP1 and Y2K programs
    - Lower echelons need heavier accountability, too.

Table 2:

- Movement of management B/T FAA functions tied to performance and agency objections
  - Create more risk-taking by providing incentives
  - Empowerment for FAA personnel to make decisions
- Improve ATM procedures
  - Continuous decent approaches
- ATC System design is flawed and outdated - has to be brought up to modern age.
  - NAS Redesign
  - Employ and fund technologies
- Gain legislative support for FAA priorities
  - Make case to public
- Accentuate System benefits as opposed to individual area improvements
- Management improvement
  - Tied to risk taking
  - Provide incentives
  - Empower decision making
- Improve NAS ATM procedures
  - Employ and fund technology
  - Redesign

Table 3:

- Sponsor a coordinated Business Plan
  - Include long-term ROI
  - Cost/Benefits
  - Multi-year appropriations
  - General public advocacy
  - Systems approach
  - Incremental steps
  - Specificity
  - Rebuild Trust (having plan/deliverable in accordance with plan, etc.)
  - When Congress "mandates" - deliver
- Capacity Enhancement Plan for Summer 2000
  - Severe weather plan for Summer 2000
  - CDM
  - RNAV
- Autonomous FAA
  - All roads lead to ……..
  - Independent agency ……
- Management - Employee Relations

Table 4:

- How to fix the budget?

- Better understand
- Operations context (zero base)
- Sustainment
  - Modernization

- How to find the right balance?
  - Increase authority of CFO
  - Clear prioritization and defense of each budgeted dollar
  - Management Accountability

- How to fix diffused accountability
  - Create "Beyond FFP1 = FFP2" Office
    - Focus
    - Accountability
    - Technology transfer
  - Incentivize cost savings
  - Establish performance measurement (System for Individuals)

Table 5:

- A **Complete** modernization (5-Year Plan)
  - Identify impediments to implementation
    - Funding
    - Technology
    - Benefit "Buy-in"
  - Commit resources to achieve.
  - Incentivize Management to meet plan!

- Where to focus time and energy:
  - Clear message on planning and implementation
  - No shared vision of modernization
  - Turn research into products
  - Stay focused on implementation
  - FAA selected rate of modernization implementation **TOO SLOW**
  - Cut implementation from 25 to 5 years
  - Need an understood vision
  - Need implementation
  - Are you tired of delays?
  - Provide incentive to meet goals
  - Manage change within workforce
  - Repatriate Officer Corps
    - Managers
    - Supervisors
    - Facility Managers
  - Technology slow or stopped by operation transition of command and control in ATCATC.
  - Continue stepwise evolution.
  - Establish 5-Year Modernization Plan
    - Risk Manage

    - Work Congress
- Better Measurement of performance from users view
- Metrics expand to include GA and others (use process)
- Work with community before submitting budget
- Establish Really Good 5-Year
    - Articulate benefits
    - Sell and implement it
    - Risk mitigation
- Take advantage of S.S. procurement for oceanic.
- Local Airport community issues
    - 36 regional/local aviation groups -- engage
    - Pros and Cons to get regional support for aviation
- No users here -- Shippers and Passengers

Table 6:

- Focus on success in ongoing programs to build trust and secure funding such as meeting program milestones, program management, etc. (Deliver what is promised)
- Build/Maintain consensus process - Make clear to Congress
- Consider alternatives to improve program management, e.g. privatization of certain operations, Management Board reports directly to Congress.
- Improve communications with Hill, e.g. establish Management Board
- Take advantage of low-tech opportunities
- Consider the use of technical forums to broaden participation in decision making (i.e., dilute union influence)
- Implement RVSM in domestic airspace
- Don't just talk to Eurocontrol, but also to individual global (European) service providers

Table 7:

- Public Education Program
    - Reflect on Capitol Hill
    - Expectations - Realities
    - Election Year Politics
- Rebuild trust with Appropriators/ Staff
    - Reflect on Capitol Hill
    - Mixed messages (Costs/Schedules)
    - Deadlines Missed
        - OASIS
        - WAAS
- Lost Focus on Human Factors - Unions - Training
- Sound Management and Accountability of Programs

    - Leverage Y2K with public, Hill
    - Communicate message of what works well
- More emphasis on weather technology and procedures (need to fix)
- Use Early Warning System
- Capture lessons learned on successful programs for use on troubled programs
    - Y2K
    - FFP1

Table 8:

- Metrics - baseline
- Cost accounting - buy-in, validation
- Integrated System Plan (FAA/Industry) that Congress can buy
- Airspace Review - timeline too long?
- Environmental issues - piecemeal, process deferred too much to EPA?
- Suggestions and advice
    - Good Communications: internal/external/stakeholders/public
    - Establish credibility/accountability
    - Measure results (on time, under budget)
    - FAA take a clear and active leadership role
    - FOCUS

Round Summary of Key Theme Comments (On Flip Chart):

- 5-Year Modernization Plan
    - Visionary
    - Efficient and safe
    - Identify potential problems and plan
        - Funding
        - Incentivize success
        - Buy-in of benefits
        - Technology
        - Commit (Like Y2K)
- Maintain consensus process and get Congress supporting it, too.
- Capture lessons learned from successful programs (like Y2K)
    - Apply to troubled programs
- Refocus on Human Factors
- New technology Timeline
    - Shorten implementation by depending more on your partners
- Accentuate and Articulate "System as a System"
    - Local improvements benefits the **WHOLE** system
- Develop Capital Investment Business Plan

    - As an aviation community
    - Multi-year (with flexibility)
    - Show return on investment (ROI)
- Look at more business-like system
    - Privatization?
    - Corporatization?
- Budget
    - How practical or near-term is privatization
    - Make OPS a zero-based budget system to better understand the effects of cuts
    - Prioritize and get consensus support for whole budget
    - Increase CFO's authority
        - Multi-year decisionmaking
- Increase accountability and incentives for budget management
- Build credibility by measuring result
    - Cost Accounting System
- Use metrics to get Hill support

Round Summary of Key Themes – Computer Notes:

- Table 5: make a 5 year plan and aggressively sell it, technology there, benefit buy-in, and do it. We haven't done that. Use discipline from Y2K, not evolutionary. Create incentives to do it.

- Table 6: Ensure the success of ongoing programs such as FFp1. Will never overcome budget issues without some success. DO everything it takes to make programs on the books successful.
- Very happy about consensus process that was built, but need to keep that consensus – that is very difficult but we have to do it. Need to stress importance of RTCA to Congress.
- Consider different management approaches. Privatization, different relationship with unions.

- Table 7: Use early warning system. Take successful programs (ffp1) and use those lessons learned on less successful programs. Use successful programs to build up trust in Congress and with public.
- Leverage Y2K success in communications, sound management and accountability programs and apply them.

- Table 1: Focus more on accountability – upper management buys in but lower levels also need accountability – like Y2k, Who is really running the store and what is role of unions.
- Technology – what are the timeline – look to customer for implementation.

- Table 2: Better management in FAA to incentivize risk taking – need to think outside the box so we can take advantage of new technology – but management reluctant to do use it.
- FAA needs to articulate that national system is a SYSTEM not just individual local improvements like at airports.

- Table 3: Good climate for this from airline perspective. Capacity enhancement for summer 2000 should be jumped on now – weather plans, CDM, etc, Rnav, information needs to be used better. Should get on these right now.
- Community needs to develop a capital investment plan, so that its not just the dollars to be invested but links to return on investment from the airlines point of view – this would be helpful to go to Congress.
- Closure on METRICS – we need to know how well we are doing.
- Corporatization/privatization.
- Relationship with FAA employees. Ex. FAA employee editorial on URET.

- Table 4: BUDGET – Ops sustainment and modernization. Ops not understood because not zero-based. Need to zero base so its better understood – and prioritized. Don't currently understand linkages between parts of budgets with priorities.
- Consensus process – will we all agree on the priorities and go forward a unified priority list. At very least, ops budget.
- Increased authority for CFO – needs ability to make prioritization decisions and decide what projects are justifiable. More like private sector.
- Management accountability – how to make that incentive to move forward.
- Free Flight Phase 2 needs a separate office to ensure focus and accountability and budget and tech transfer.
- Metrics – external and internal. Cost accounting for enroute and oceanic but nothing to say what it should be?

- Table 8: Credibility – key is to measure results – not just ATS but start there – need cost accounting as well.
- Impact of environmental issues that no one is taking charge of them – someone at FAA needs to because its going to be a gorilla.
- Focus moving forward,

ROUND 4: WHAT ARE THE THEMES?

Table 1:

- It's a massive job in an unforgiving environment.
- Tap more into industry partners to move beyond consensus building to implementation of specific goals and projects
  - Leads to accountability fosters
  - Fosters accountability
- Timelines/Urgency

Table 2:

- Take open communication style and implement change w/partnerships
- System-wide approach to National Airspace Design
- Empower staff and provide incentives for risk-taking

Table 3:

- Time for action
  - Leverage the crisis to collect industry/congressional support to get action now!
  - Action plan for summer 2000

Table 4:

- Budget
- Accountability
- Champions of change

Table 5:

- Great listening and partnership but will that lead to implementation?
- Good in planning not so good in implementing
- ACQ reform isn't being fully utilized

Table 6:

- Get government out of FAA
- Continue consensus-building
- Improve the legacy
- Define union role and develop overall strategy

Table 7:

- Apply lessons learned from Y2K to other programs
- Integrate air and space transport system (manage)
- Comprehensive 5-7 year plan w/accountability and funding

Table 8:

- Partnership – working and key to future
  - Implementation challenged
- Accountability
  - Credibility – finish what we start
  - Measure success/agree
  - Plan and budget

- Future Focus – capacity and environment

Round Summary of Key Theme Comments (On Flip Chart):

- Ensure success of specific ongoing programs. Focus and do everything it takes to get them done.
- Consider alternative approaches
  - Management Board of Directors
  - Certain levels of privatization
  - Long-term approach to union
- Build public education program
  - Rebuild trust with hill and staff
- Accountability
  - Use Y2K model
  - Metrics for ATC
  - Focus on operational capability
  - role of union
- Management Improvement
  - Incentive risk-taking to use new technology
- Capacity enhancement plan for summer 2000
  - Do it right now
    - Severe WX avoidance
    - CDM
    - RNAV-type info
- Closure on metrics for ATC
- Focus on employee/management relationships (ex., employee expressing concern about decision already made this would not happen in industry.
- Accountability
  - Don't lose momentum on FFP II (keep project office)
  - Put in metrics (external performance) to complement cost accounting system.
- Environmental Issues